



Department of Energy Executive Safety Conference

Executive Safety Conference Breakout Session 4

Improving the Contribution of Contracts to the Effective Implementation of ISM

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Session Chair

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PERSPECTIVE

SAFETY

- People, Equipment, Management Values, Rules and Requirements
- We are the top management
- Our contracts dictate the work, influence behaviors (urgency, incentives, resources, etc.) and set many of the expectations and requirements
- We could, tomorrow, go back and change contracts and attitudes

CHANGE

- So, what do we want to change?
- How do we avoid chaos?
- How do we make this part of continuous improvement versus “flavor of the month”?

LESSONS LEARNED

- We have a number of successes
 - List B's (Fernald, Waste Treatment Plant)
 - Interpreting/applying requirements
 - ISMS
 - Contract Reform
- But we need to mature our processes for capitalizing on them (Lessons Learned sharing and continuous improvement)

FOCUS ON FEEDBACK & CONTINUOUS IMPROVEMENT (ISMS CORE FUNCTION)

- Contractor/laboratory community information sharing
 - Use EFCOG like nuclear industry uses INPO
 - Subcontracting Lessons Learned and successes
- DOE community
 - Data bases/information sharing
 - Job for the new EH?
 - Clarifying processes for revising list B's, processing
 - exemptions, interpreting and applying
 - Contracting
 - Contract administration
 - Grading oversight
- Pilots & Champions
- Getting the word out
 - Goals
 - Innovation

RECOMMENDED ACTIONS

1. Implement system for sharing best practices and lessons learned on contracting and tailoring

WHO: Procurement/EH/Field Office/EFCOG

WHEN: By Spring ISMS Conference

RECOMMENDED ACTIONS

2. Clarify existing flexibilities for tailoring List “B”

- Process for List “B” changes
- Decision-making authorities
- Best practices and references (e.g. what has already been done)

WHO: EH/Procurement

WHEN: By February 2002

RECOMMENDED ACTIONS

3. Develop and share best practices for ensuring subcontractor's safety (workshops, websites, newsletters, etc.)

WHO: EFCOG

WHEN: Within 6 months

RECOMMENDED ACTIONS

4. Revisit standard “Killer Clause” to ensure intent and construct meets safety improvement objectives

WHO: Procurement/EH

WHEN: Within 3 months

RECOMMENDED ACTIONS

5. Identify additional pilots for commercial standards and for reduced DOE oversight based on excellent contractor safety performance

WHO: Under Secretaries

WHEN: Summer 2002

6. Build and sustain DOE core competency for managing contracts

WHO: Line Managers

WHEN:

SAFETY, PERFORMANCE &
REPUTATION

BECOMING THE “AGENCY OF CHOICE”

ISMS PROCESS

SELF ASSESSMENT, FEEDBACK, AND
LESSONS LEARNED

CONTINUOUS IMPROVEMENT